Justice

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

David Hancock, *Minister of Justice and Attorney General*
February 26, 2002

102-07209/

INTRODUCTION

Through the goals and objectives of Alberta Justice's 2002-2005 Business Plan, we will work to ensure that Alberta's justice system is responsive to the needs of victims, offenders and those involved in civil or family disputes. The ministry will do this by promoting timely access to courts and alternative forms of dispute resolution, and by maintaining an effective criminal prosecution service.

We will establish working relationships with Alberta Solicitor General to support our shared initiatives in youth justice, Aboriginal justice, organized crime and victims' services. We will bolster our partnerships with other provincial ministries, the Judiciary, the legal community, Aboriginal people, and our stakeholders in policing, community organizations and local governments. Through strategies to improve understanding and knowledge about the justice system, the ministry will work to make the justice system more community focused and accessible. In partnership with communities we will work to find real solutions that respond to the needs of victims, offenders and communities impacted by the justice system.

Alberta Justice will explore new and innovative initiatives to best use our financial resources and to provide enhanced skills development opportunities for department employees. We will also work to address spending and resource pressures within the ministry.

Through new and continued efforts in family law, legal aid, maintenance enforcement, and through the Public Trustee's Office, we will ensure that vulnerable Albertans have access to services that may enhance their quality of life.

In keeping with the recommendations and spirit of the 1999 Alberta Summit on Justice, the ministry will continue to consult with the public to ensure that our justice system addresses the current needs and priorities of Albertans.

PLANNING ENVIRONMENT

Alberta Justice has considered the following environmental factors in setting out strategic objectives for 2002-2005:

Issues Creating Pressures on the Justice System: The work force is aging, family structure is changing, and lifestyle/well-being choices impact the work place. As in other organizations, the retirement of Alberta Justice senior staff will result in a significant loss of corporate knowledge and experience, which could have a negative impact upon business operations. Alberta Justice must attract and retain knowledgeable legal counsel with the ability to handle high volumes of work, perform effectively in the courtroom, and deal with the increasing complexity of the practice of law. It will also be critical for the ministry to work with Alberta Infrastructure to develop a plan for court facilities that anticipates future growth and addresses the requirement for accessible, integrated and cost-efficient court facilities. The ministry must, through the many programs and services that it provides, continue to promote the public's confidence in the justice system.

Organized Crime, Technology and Globalization: Organized crime is evolving and expanding and this growth is facilitated by technology and globalization. Technology has facilitated the rapid movement of people, capital and information. Modern technology is making it much more difficult and costly for police to detect and investigate organized criminal activities and for the Prosecution Service and Court system to process these cases. New technology also creates opportunities for innovative approaches to increase accessibility and improve the efficiency of the justice system in Alberta. The challenge for the ministry will be to partner with national and international enforcement agencies to produce a credible response to complex global economic and organized crime.

Demographics: Alberta's population growth continues to outpace the national rate, and was among the strongest in Canada at 1.83 percent in 2001. Alberta's population grew by 280,000 over the last five years, topping the 3-million mark. Over 50 percent of that growth is due to inter-provincial migration. As Canada's population ages, there is a decreasing proportion of young adults "at risk" of committing crime or being victims and an increase in the proportion of elderly who are fearful of crime. Aboriginal people represent approximately 6 percent of the total population in Alberta according to the 1996 Census. Between 2000 and 2011 the Aboriginal population is projected to increase by 22 percent, versus 15 percent for Alberta's total population. The Aboriginal population is considerably younger than the general Alberta population.

Family Structure: Common-law and single-parent families increased 22 percent and 12 percent, respectively, between 1991 and 1996. More children are experiencing parental separation and growing up in non-traditional families. These trends will continue to contribute to an increase in the number of people accessing family courts, mediation services and parenting after separation courses.

Youth Trends: Youth crime increased 4.4 percent in 2000. Alberta has the second lowest youth crime rate of the four Western Provinces. Alberta has the highest use of young offender Alternative Measures programs, 359 cases per 10,000 youths. There were 704 young offenders placed on the Alternative Measures Program in 1994-95. This number increased to 858 in 2000-01.

Aboriginal Justice Issues: Alberta Justice will work with municipalities, non-governmental organizations, other government ministries, Aboriginal peoples and organizations to deliver services in a manner that supports community development and promotes safe Aboriginal communities. A joint partnership approach among federal/provincial/municipal governments and Aboriginal communities, which clarifies jurisdiction and responsibility and opportunities for partnerships, is required.

Community and Local Justice Issues: The Justice Summit identified the need for victims to have a more meaningful role in all stages of the justice process. Another developing trend is the movement towards treatment-based initiatives and specialization, such as drug treatment courts, mental health courts and domestic violence courts. Government is supportive of communities becoming more involved with the youth justice system at the local level.

VISION

Our vision is a democratic and prosperous Alberta based on respect for the law, where all Albertans are safe in their homes and communities and have confidence in the justice system, and where disputes are resolved fairly and effectively.

MISSION

Our mission is to serve Albertans by promoting safe communities, by ensuring access to the courts and other methods of dispute resolution, by providing legal and related strategic services to the Government of Alberta, and by communicating with Albertans about the administration of justice.

CORE BUSINESSES

The following core businesses are intended to reflect the primary responsibilities of the ministry and those organizations that report to the Minister:

1. **Prosecutions:** The Province is constitutionally responsible for the administration of justice in Alberta. The Criminal Justice Division is responsible for prosecuting all criminal and provincial statute offences, including homicide, assault (sexual, aggravated), impaired driving, break and enter, theft and fraud, speeding and other traffic violations, but excluding adult drug offences. In addition, the Division conducts all appeals resulting from prosecutions, provides criminal law advice to the Province, develops policy for senior management, supports criminal law consultations within the province and in Federal/Provincial/Territorial forums, and provides specialized prosecution services in areas such as commercial or corporate crimes.

2. **Courts:** Alberta Courts are presided over by an independent Judiciary. There are three levels of Court in the Province - the Court of Appeal, the Court of Queen's Bench and the Provincial Court. The Court of Appeal sits in 2 locations in the Province, the Court of Queen's Bench in 13 locations and the Provincial Court in 75 locations. The Court Services Division of the Ministry of Justice provides administrative support to the Courts, including registry services, court clerks, transcription services, sheriff's services, information technology services, mediation services, library services, security services, and judicial support. Court Services also provides advice and assistance to the Minister and the ministry in relation to court issues. Stakeholders of Court Services include the public, the legal profession, law enforcement agencies, correctional authorities and various service providers.

3. **Legal Services to Government:** Civil Law provides legal advice and assistance to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized advice to the government in constitutional and Aboriginal law matters. Legal Research and Analysis provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

4. **Justice Services to Albertans in Need:** Through its programs and services, the Ministry of Justice provides support and protection to vulnerable citizens, including families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel.

GOALS

Alberta Justice will respond to the issues facing the justice system and fulfill its vision, mission and mandate through five business plan goals. The ministry has identified strategies and key initiatives that will support the overall goals and priorities identified in the Government of Alberta Business Plan. These strategies are listed on the following pages and involve partnerships with Alberta Solicitor General, other government ministries, the Judiciary, the legal community, Aboriginal people, and our stakeholders in policing, community organizations and local governments. For each business plan goal, performance measures and targets have been developed to assess our progress in achieving the desired results.

GOAL 1: Promote Safe Communities in Alberta.

Albertans have told us that they want peaceful communities in which they can live, work and raise families in safety and security without fear of crime or victimization. While each goal is important, virtually everything Justice does is tested against this goal.

GOAL 2: Ensure victims have a more meaningful role in the criminal justice system.

Recognizing the needs of the victim in the criminal justice system helps restore the balance of society in a humane and fair way and is an important goal of our justice system. Helping victims achieve closure is an essential part of restoring their feeling of safety in the community. Alberta Justice is committed to providing effective services to victims of crime and expanding the role of the victim in the criminal justice system.

GOAL 3: Provide access to justice services for Albertans in need.

Albertans require access to a broad range of justice services including courts, prosecutorial services and appropriate dispute resolution mechanisms. In addition, services such as maintenance enforcement, estate and trust administration services, victim assistance, and legal aid contribute to the preservation of a safe society for Albertans where justice prevails.

GOAL 4: Improve access to civil and criminal justice.

The justice system is responsible for providing the infrastructure to resolve criminal and civil disputes. This includes the provision of court resources; scheduling mechanisms; prosecutorial services and appropriate dispute resolution mechanisms. Where appropriate, mediation, judicial dispute resolution and mini-trials are used as alternatives to the traditional court process, and by speeding up the process and lowering costs, they can improve access.

GOAL 5: Provide effective legal services to the Government of Alberta.

The government performs a number of roles as service provider, community partner and lawmaker. These roles involve relationships with individuals, families, communities, businesses and other governments. Effective legal services reduce the potential for conflict involving the government and protect and advance the interests of the government. By providing strategic corporate advice, Justice can assist other ministries in achieving their policy objectives, while minimizing conflict and constitutional questions.

STRATEGIES AND PERFORMANCE MEASURES

The ministry continues to develop and improve the performance measures that are used to assess the effectiveness of strategies and achievement of business plan goals. This work includes finding better ways of assessing the achievement of desired results and the quality of ministry programs and services.

The reorganization of Government resulted in the transfer of several measures that were reported in the Justice Business Plan to Alberta Solicitor General, and in the requirement to develop new performance measures that reflect the role of Alberta Justice in achieving the goals set out in this business plan. Alberta crime rates, victimization rates and other data related to the goal of safe communities continue to be tracked and reported in the business plan of Solicitor General. In addition to the measures that are identified in the business plan, Alberta Justice also measures and tracks additional performance information related to ministry programs and services for management and internal reporting. This information will be reported as supplemental information in the ministry Annual Report.

Performance targets have been identified based on establishing a challenging and achievable level of performance for each measure. Targets for 2002-03 have not been adjusted from 2001-02 levels where current performance is viewed has being at an appropriate level of excellence, and maintaining the current level of performance represents a significant challenge for the ministry.

GOAL 1: PROMOTE SAFE COMMUNITIES IN ALBERTA

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

1.1. Enhance our focus on serious and violent crime:
- Work with the R.C.M.P., Calgary Police Service and other involved agencies, providing legal advice and assistance with planning and training, to contribute to a safe G8 Summit.
- Develop a Provincial Impaired Driving enforcement strategy, in conjunction with Alberta Solicitor General, Alberta Transportation, and police agencies.
- Develop and implement the organized crime strategy (which would include the proposed terrorism offences), including working with Justice Canada on a proposal for a joint organized crime/terrorism prosecution team, in conjunction with stakeholders.
- Organize and host a bi-national Economic Crime Workshop in 2002.

1.2. Work with Alberta Solicitor General, Justice Canada and other stakeholders to develop guidelines, business processes, information technology, and provide training to ensure effective prosecution of new legislation, including:
- *Youth Criminal Justice Act*
- Proposed Criminal Code amendments (Bill C-15), which include offences relating to child pornography and luring.

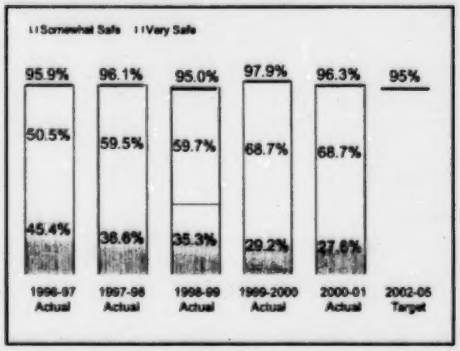
1.3. Promote culturally sensitive approaches to prosecutions including:
- Enhance Aboriginal Awareness programs and improve staff access to them.

1.4. Develop innovative court strategies to address domestic violence, including:
- Develop an Edmonton Domestic Violence Court in conjunction with the Judiciary and other stakeholders.
- Participate in and support the Calgary Domestic Violence Intake Court project.
- Review police and prosecution domestic violence policy with the Federal/Provincial/Territorial Working Group.
- On-going involvement with the interdepartmental committee on family violence to optimize effective use of the Protection Against Family Violence Act.

1.5. Explore an alternative means of dealing more effectively with young persons in conflict with the law who suffer from Fetal Alcohol Syndrome (FAS), in conjunction with stakeholders in the Lethbridge project.

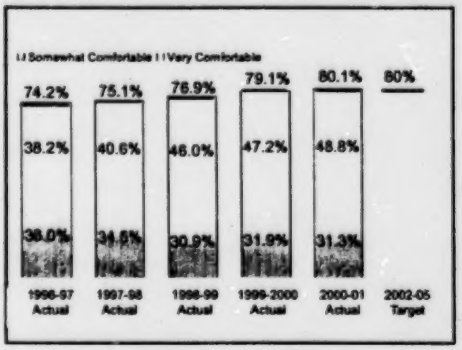
CORE PERFORMANCE MEASURES

1. Public Perception of Safety in the Home
The percentage of Albertans who feel "somewhat safe" to "very safe" in their own homes.



Source: Annual Public Opinion Survey

2. Public Perception of Safety in the Neighbourhood
The percentage of Albertans who feel "somewhat comfortable" to "very comfortable" walking alone in their neighbourhoods at night.



Source: Annual Public Opinion Survey

GOAL 2: ENSURE VICTIMS HAVE A MORE MEANINGFUL ROLE IN THE CRIMINAL JUSTICE SYSTEM

Relates to Government Business Plan Goals:
- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- Alberta will have effective and efficient infrastructure.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

2.1. Identify and implement best practices that assist child victims of crime in conjunction with stakeholders in support of the Government's Cross-Ministry Alberta Children and Youth Initiative:
- Pilot a child protection prosecution unit in the Edmonton Crown Office
- Explore a protocol to fast track child victim of crime cases with the Judiciary and Court Services
- Explore the development of child friendly facilities, including courtrooms and interview rooms
- Work with Alberta Solicitor General to enhance court preparation for children
- Participate in the review being conducted by the Federal Department of Justice of the role of children in the Justice system.

2.2. Facilitate joint sessions between community victim service agencies and Crown offices to enhance awareness of victim needs.

STRATEGIES / INITIATIVES

2.3. Develop guidelines, business processes, and provide training to support the implementation of proposed legislation expanding the powers of the court to assist victims who have suffered a loss of property as a result of an illegal act.

2.4. Continue to enhance public assistance services across the Province, including:

- Pilot a partnership between Calgary Crown Public Assistance Unit and the Calgary Police Service Victim Assistance Unit to share volunteer resources to communicate with victims of crime

CORE PERFORMANCE MEASURES

1. Client Satisfaction with Public Assistance Program

Historical data not available
Target: to be established

Source: Client Satisfaction Survey,
Criminal Justice Division (to be developed)

GOAL 3: PROVIDE ACCESS TO JUSTICE SERVICES FOR ALBERTANS IN NEED

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- Albertans unable to provide for their basic needs will receive help.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

3.1. Monitor the operation and evaluation of the Family Law Staff Counsel Pilot Project to serve legal aid recipients.

3.2. Continue provision of services through the Family Law Information Centre.

3.3. Continue to deliver high quality Parenting After Separation courses on dealing with and resolving conflicts to parents who are involved in the Family Court process.

3.4. Participate with the Legal Aid Society of Alberta and other provincial/territorial Ministries of Justice and legal aid plans in research being conducted by Federal Department of Justice to examine the extent of unmet needs in criminal legal aid and investigate the pressures and priority issues in civil legal aid.

3.5. Modernize and recommend amendments to the *Public Trustee Act*, including amendments to address the impact of the prudent investor rule.

3.6. Complete the design phase and begin the construction phase of the new Maintenance Information Management System to improve communications with clients and stakeholders.

3.7. Enhance Maintenance Enforcement Program (MEP) web-based technology.

3.8. Facilitate best practices in MEP business interactions with other Canadian jurisdictions through support for reciprocal enforcement legislation proposed by First Ministers.

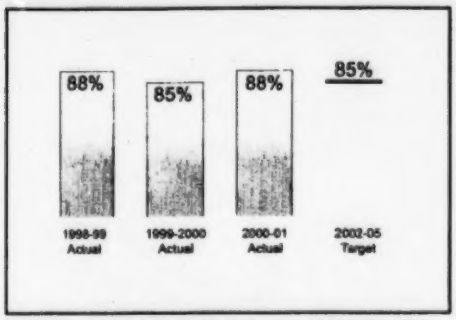
3.9. Develop a public education strategy, including partnerships with community organizations, to enhance knowledge of MEP programs and procedures.

3.10. Identify opportunities to share MEP file information with the Ministries of Children's Services and Human Resources and Employment to increase administrative fairness.

CORE PERFORMANCE MEASURES

1. Client Satisfaction with the Services of the Public Trustee's Office

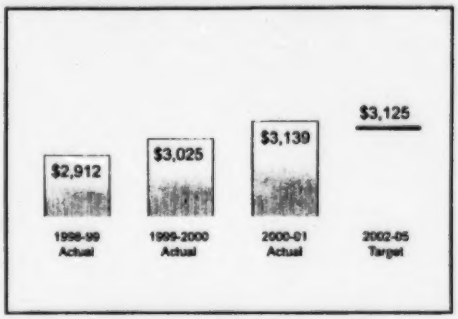
The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office.



Source: Client Satisfaction Survey, Public Trustee's Office

2. The Amount Collected on Maintenance Enforcement Program Files

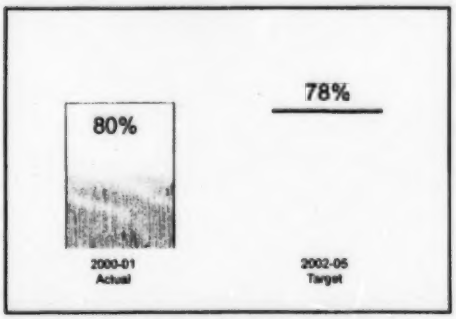
The dollars collected per file by the Maintenance Enforcement Program.



Source: Administrative data, Maintenance Enforcement Program

3. Maintenance Enforcement Program: Dollars Due Compared to Dollars Received (% Collected)

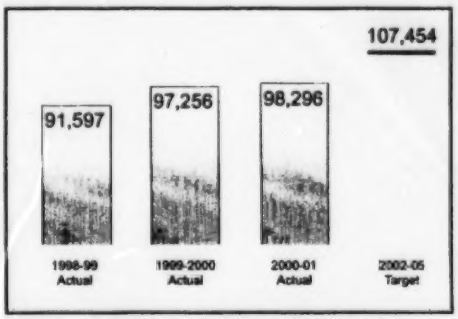
The program's collection rate on scheduled support and scheduled arrears payments.



Source: Administrative data, Maintenance Enforcement Program

4. Number of Eligible Albertans Receiving Legal Aid Services

The number of eligible persons receiving legal aid services.



Source: Administrative data, Legal Aid Society

GOAL 4: IMPROVE ACCESS TO CIVIL AND CRIMINAL JUSTICE

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Alberta will have effective and efficient infrastructure.
- Alberta's workforce will be skilled and productive.
- Alberta will have a financially stable, open and accountable government.

STRATEGIES / INITIATIVES

4.1. Enhance access to Family Court by:

- developing a plan to implement government's response to the Unified Family Task Force Report.
- examining the feasibility of expanding Family Mediation services throughout the Province.
- working with the judiciary, other ministries and stakeholders to make the family court system more user friendly and easier to understand.

4.2. Propose reforms to update and consolidate existing family law to make it more accessible to Albertans.

STRATEGIES / INITIATIVES

4.3. Develop alternative dispute resolution mechanisms for use in civil litigation to reduce cost/time of litigation:
- Coordinate focus groups to recommend overall direction for court alternative dispute resolution (ADR) in Alberta.

4.4. Assist with the identification, development and implementation of Aboriginal and justice community initiatives.

4.5. Explore the use of technology as a primary tool to improve access to the court system through initiatives such as caseflow management systems, support for the Alberta One-Window Initiative, and electronic filing.

4.6. Review an increase to the civil claims limit to allow for improved access by self-represented litigants.

4.7. Review other opportunities for improvements to court processes such as establishment of specialized courts (e.g., drug courts).

4.8. Develop a process to resolve cases more quickly and effectively in conjunction with the Judiciary, defence bar, police agencies, and other stakeholders:
- Implement recommended strategies to better manage provincial court cases in conjunction with stakeholders, including the Judiciary and defence bar.
- Enhance standards for bringing evidence before the court in conjunction with Alberta Solicitor General and police services.
- Encourage and assist with the training of police agencies in the implementation of the recommendations of the Affidavit Committee, which are designed to reduce the number of witnesses required to attend at court to testify at trial.

4.9. Undertake a renewal process to modernize the prosecution service. In addition to addressing workload issues, the renewal process will include an operational review to identify process and structure options to improve service delivery and support organizational renewal.

4.10. Work in partnership with the Alberta Law Reform Institute to rewrite and reduce the complexity of the Rules of Court.

4.11. Review compensation for witnesses, jurors and interpreters.

4.12. Improve public understanding and knowledge about the justice system through an education strategy and Justice website.

4.13. Develop a Lawyer's Guide to the Maintenance Enforcement Program (MEP) to improve legal services to the public.

4.14. Continue to support standardized maintenance orders to reduce conflict between creditors and debtors, and to improve enforceability and administrative timeliness.

4.15. Examine the use of family conferencing for the resolution of conflicts that impede MEP collections.

4.16. Continue to support and develop Court Initiatives in First Nation communities.

4.17. Work with Alberta Infrastructure and the Judiciary to consolidate the Calgary courts to ease crowding and make it easier for Albertans to access the justice system.

4.18. Work with Alberta Solicitor General to enhance the integration and effectiveness of the provincial court security program to ensure the safety of the Judiciary, prosecutors, court staff and the general public.

4.19. Develop a strategy to address increasing traffic ticket and bylaw volumes and ensure effective processing of these matters in the Courts.

4.20. Work with the Federal/Provincial/Territorial Working Group to determine the feasibility of a Unified Trial Court.

4.21. Determine the feasibility of the recovery of revenue from corporations for lengthy civil trials.

4.22. Implement recommendations arising from the post-implementation review of the *Civil Enforcement Act.*

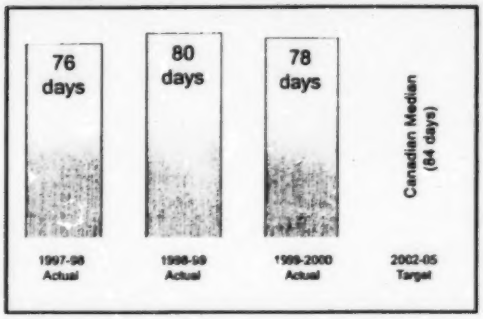
4.23. Review law reform and other reports for consideration of possible amendments to Justice administered legislation to improve access to justice.

4.24. Make available to the public information on the application and operation of the Hague Convention on the civil aspects of international child abduction and the *Alberta International Child Abduction Act.*

4.25. Make available to the public information on the purpose and operation of the Office of the Chief Medical Examiner.

CORE PERFORMANCE MEASURES

1. Median Elapsed Time from First to Last Appearance
The median elapsed time in days that it takes to process a case in Provincial Criminal Court from first to last appearance.



Source: Adult Criminal Court Survey, 1999-00
Canadian Centre for Justice Statistics

GOAL 5: PROVIDE EFFECTIVE LEGAL SERVICES TO THE GOVERNMENT OF ALBERTA

Relates to Government Business Plan Goals:

- Alberta will have a financially stable, open and accountable government.
- Alberta's workforce will be skilled and productive.

STRATEGIES / INITIATIVES

5.1. Explore new models of service to address the increasing volume and complexity of prosecutions arising from Provincial Statutes.

5.2. Assess and develop recommendations on the use of legal service agreements with client ministries to enhance the effectiveness of legal services.

5.3. Implement an automated contingent liability and sensitive file tracking system to improve efficiency of provision of legal and related strategic advice to client ministries.

5.4. Enhance the strategic legal advisor role of Justice by:

- Preparing a Government Litigation Manual
- Using the Government Litigation Manual and the Vision, Mission and Guiding Principles of Civil Law as the foundation for presentations to each client ministry on the role of Justice and client ministries in addressing legal and strategic issues
- Periodically distributing a client focused newsletter to client ministries that will provide updates on developments in the law relevant to government and review legal and strategic issues of importance to client ministries.

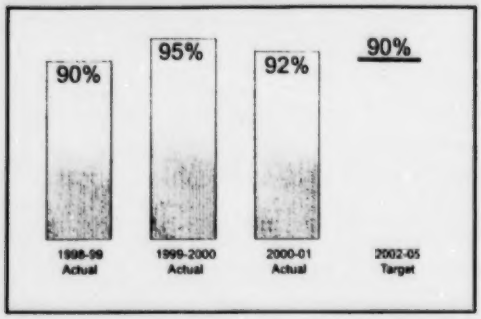
5.5. Offer and provide training sessions in legislative development to legislative planners in client ministries.

5.6. Establish and lead government-wide committees at the Assistant Deputy Minister level on legal and related strategic issues of government wide importance.

5.7. Provide negotiation training courses to Civil Law lawyers.

CORE PERFORMANCE MEASURES

1. Client Satisfaction with Legal Services
The percent of client ministries "satisfied" to "very satisfied" with the legal services provided by Alberta Justice.



Source: Client Satisfaction Survey, Legal Services Division

COLLABORATION WITH ALBERTA SOLICITOR GENERAL

To ensure effective and efficient administration of justice in the province, the ministry continues to work closely with Alberta Solicitor General in the development of business plan strategies and initiatives, as well as activities such as environmental scanning and development of effective measures of results.

This business plan is the result of that collaboration, and the achievement of the business plan goals of Alberta Justice will involve joint activity by both ministries as well as on-going partnership with many other government ministries, and stakeholders in policing, community organizations, local government, and with Aboriginal people.

Specific strategies are described under each goal above. Major areas of collaboration with Alberta Solicitor General to achieve ministry strategic priorities include:

Serious and Violent Crime Strategy: working to focus the resources of the criminal justice system on an integrated and cooperative effort to combat serious and violent crime and deal effectively with those offenders who pose the most serious risk of significant harm.

Organized Crime Strategy: working in partnership with Alberta Solicitor General, Criminal Intelligence Service Alberta (CISA), and policing partners to focus resources on development of strategies to detect, combat and control organized crime in Alberta.

Youth Criminal Justice Act: working with police services, Alberta Solicitor General, Justice Canada and other stakeholders to draft policy and training materials and revise guidelines, business processes, information technology as appropriate to the requirements of the *Youth Criminal Justice Act*.

Provincial Impaired Driving Enforcement Strategy: working in partnership with other stakeholders including government, non-government, police and interest groups is required due to the important role that enforcement plays in addressing impaired driving. The goal

is to reduce the prevalence of alcohol-impaired driving and consequently, the number of deaths, injuries and property losses resulting from alcohol-related crashes in Alberta. The key areas of impaired driving initiatives include awareness, enforcement, research and legislation.

Community Justice Initiatives: working in partnership with Alberta Solicitor General, the ministries of Health and Wellness, Learning, Community Development, Aboriginal Affairs and Northern Development, Human Resources and Employment, and Children's Services, and with the Alberta Mental Health Board and AADAC to support existing and develop new community-based restorative justice initiatives.

Victims Services: increasing awareness of staff and community organizations about the role of the victim in the criminal justice system and programs and services that are available and working together to ensure victims receive information about their opportunities to have a more meaningful role in the criminal justice process.

Domestic Violence: Alberta Justice continues to support Domestic Violence Initiatives such as the pilot Calgary Domestic Violence Intake Court project. As one of several partnering ministries, the ministry will continue to support the approval of a provincial Family Violence Treatment Framework. This framework is currently being led by the Alberta Mental Health Board and Alberta Health and Wellness.

Enhancing Court Security: working with Alberta Solicitor General and other stakeholders to draft a plan that provides enhanced integration, effectiveness and seamless security to the court security program.

PRIORITY POLICY CROSS-MINISTRY INITIATIVES

Alberta Justice will demonstrate leadership and contribute to the implementation of cross-ministry policy and administrative initiatives, including:

Aboriginal Policy Initiative: the ministry will continue to champion and co-chair the Aboriginal Policy Initiative working with Aboriginal people, federal and municipal governments, industry and other interested parties to improve the well-being and self-reliance of Aboriginal people and clarify federal, provincial and Aboriginal roles and responsibilities.

The ministry will also continue to develop a Provincial Mental Health Diversion framework suitable for the needs of Aboriginal people.

Alberta Children and Youth Initiative: Alberta Justice will work with other ministries and stakeholders to identify and implement best practices with respect to assisting child victims and children who are witnesses of crime. The ministry will work to ensure that programs, services and facilities are child-friendly, accessible and effective in achieving positive outcomes for Alberta's children and youth and support the overall government goal - our children will be well cared for, safe, successful at learning and healthy.

KEY CORPORATE STRATEGIES

HUMAN RESOURCE STRATEGIES

Alberta Justice will respond to ministry human resource priorities and the Corporate Human Resource Development Strategy in the 2002 - 2005 Justice Business Plan. Key initiatives will be undertaken to address four specific ministry and corporate strategies.

Building Leadership Capacity: to prepare for the future, Alberta Justice will develop proactive and responsible leaders who can effectively communicate and manage change. Leadership is required at all levels of the ministry to address demographic and ongoing organizational changes.

- Implement leadership training and development training programs.
- Continue the ministry Mentoring Program to develop and enhance the skills of potential leaders.
- Provide supervisors and managers with a training program designed to resolve conflict and maintain a positive workplace.
- Develop a continuous learning strategy for ministry employees.

Attracting and Retaining Talent: to position Alberta Justice as an employer of choice, comprehensive recruitment, attraction and knowledge management strategies are required.

- Provide supervisors and managers behavioural interviewing skills that ensure selection of the best candidates.
- Conduct exit interviews with employees to identify opportunities for improvement of current attraction and retention strategies.
- Participate and support cross-ministry initiatives pertaining to attraction and retention.
- Provide employees with formal and informal recognition for their contributions.

Aligning the Management of Human Resources: to ensure the management of human resources is aligned with government and ministry goals and priorities, Alberta Justice will continue to strengthen the Performance Management Process.

- Continue to implement a performance management model that aligns performance to the ministry's Business Plan.
- Develop processes to ensure employees understand how their work contributes to division and ministry values, goals and objectives.

Classification and Collective Bargaining: to ensure Alberta Justice participates in the government-wide implementation of classification and collective bargaining initiatives.

- The ministry will continue to participate in the implementation of classification reviews.
- The ministry will continue to participate in the negotiation and implementation of master and subsidiary agreements.

INFORMATION TECHNOLOGY MANAGEMENT STRATEGIES

Justice uses a variety of Information Technology Management strategies to support its mission and core businesses. Justice relies on a number of very large mainframe-based computer systems to store and process information for the courts and prosecution services. Justice will continue to maintain and enhance all its systems to ensure that they operate in an efficient and effective manner for Justice and for its partners in civil and criminal justice.

Justice will continue to develop and enhance the use of the Internet to provide services to the public and stakeholders. Justice will also use the Internet as an educational tool to provide the public with information about Justice programs, services and initiatives.

Justice will continue the development, construction and implementation of a new technologically-advanced computer information system for the Maintenance Enforcement Program, scheduled for deployment in 2004. This and other initiatives will demonstrate Justice's commitment to deliver high quality services using both electronic and standard service delivery models.

As the SuperNet high-speed network project is deployed across Alberta, Justice will examine ways to utilize this technology to improve service to Albertans, for example by using videoconferencing in the courts. Justice will respond to federal legislative changes such as the *Youth Criminal Justice Act* by adjusting computer systems and operational procedures as needed to support the new legislation.

Justice is a partner in the National Justice Statistics Initiative, working with Federal, Provincial and Territorial Deputy Ministers responsible for the administration of justice in Canada, and Statistics Canada, through the Canadian Centre for Justice Statistics. The purpose of this initiative is to develop Canada's system of justice statistics and information in order to support the administration of justice, and to ensure that accurate information regarding the nature and extent of crime and the administration of justice is available to the public.

Justice will continue to examine ways in which elements of civil and criminal justice information systems operated by Justice and its partners can be integrated to improve accuracy, reliability and service delivery. Justice will participate in cross-ministry initiatives such as the Traffic Safety Data Project. Justice will renew its technical infrastructure in line with cross-government standards, using practices that will maximize value to Justice and the government. Justice supports and will work within the government-wide policy "Connecting for the Future - A Government of Alberta Strategy for Information and Technology Management".

BUSINESS RESUMPTION PLAN

The original Business Resumption Plan was filed with Disaster Services in October 1999. The plan required updating to reflect the March 2001 government reorganization, and to comply with the requirements of the *Disaster Services Act*. The ministry's plan contains a consolidated ministry plan outlining the communication and escalation process, current business function priorities within the ministry, and a synopsis of the contingency objectives and strategies for each business function within the divisional plans. The revised Business Resumption Plan for Alberta Justice was filed with Disaster Services in January 2000.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Courts	107,641	89,769	93,863	96,299	99,580	100,312
Justice Services to Albertans in Need	69,319	80,909	79,323	81,095	80,158	82,877
Prosecutions	26,869	27,773	32,043	36,283	40,934	41,457
Legal Services to Government	17,450	20,041	21,852	22,473	21,181	21,696
MINISTRY EXPENSE	221,279	218,492	227,081	236,150	241,853	246,342

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	7,954	8,158	9,168	9,121	7,841	7,841
Investment Income	438	325	350	325	325	325
Premiums, Fees and Licences	32,850	30,161	30,922	33,774	33,779	33,784
Other Revenue	59,301	42,697	44,772	57,024	59,009	60,063
MINISTRY REVENUE	100,543	81,341	85,212	100,244	100,954	102,013
EXPENSE						
Program						
Ministry Support Services	8,634	10,471	10,540	10,503	11,288	11,283
Court Services	102,803	85,314	89,352	91,864	94,779	95,566
Legal Services	51,744	55,631	61,606	65,420	67,120	70,842
Support for Legal Aid	22,542	27,242	27,242	28,187	28,798	28,798
Public Trustee	7,493	7,433	7,696	8,091	8,419	8,442
Medical Examiner	4,336	4,441	4,614	4,556	4,531	4,493
Motor Vehicle Accident Claims	22,415	27,587	25,658	27,156	26,545	26,545
Valuation Adjustments and Other Provisions	1,312	373	373	373	373	373
MINISTRY EXPENSE	221,279	218,492	227,081	236,150	241,853	246,342
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(120,736)	(137,151)	(141,869)	(135,906)	(140,899)	(144,329)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	100,543	81,341	85,212	100,244	100,954	102,013
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	100,543	81,341	85,212	100,244	100,954	102,013
Ministry Program Expense	221,279	218,492	227,081	236,150	241,853	246,342
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	221,279	218,492	227,081	236,150	241,853	246,342
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(120,736)	(137,151)	(141,869)	(135,906)	(140,899)	(144,329)